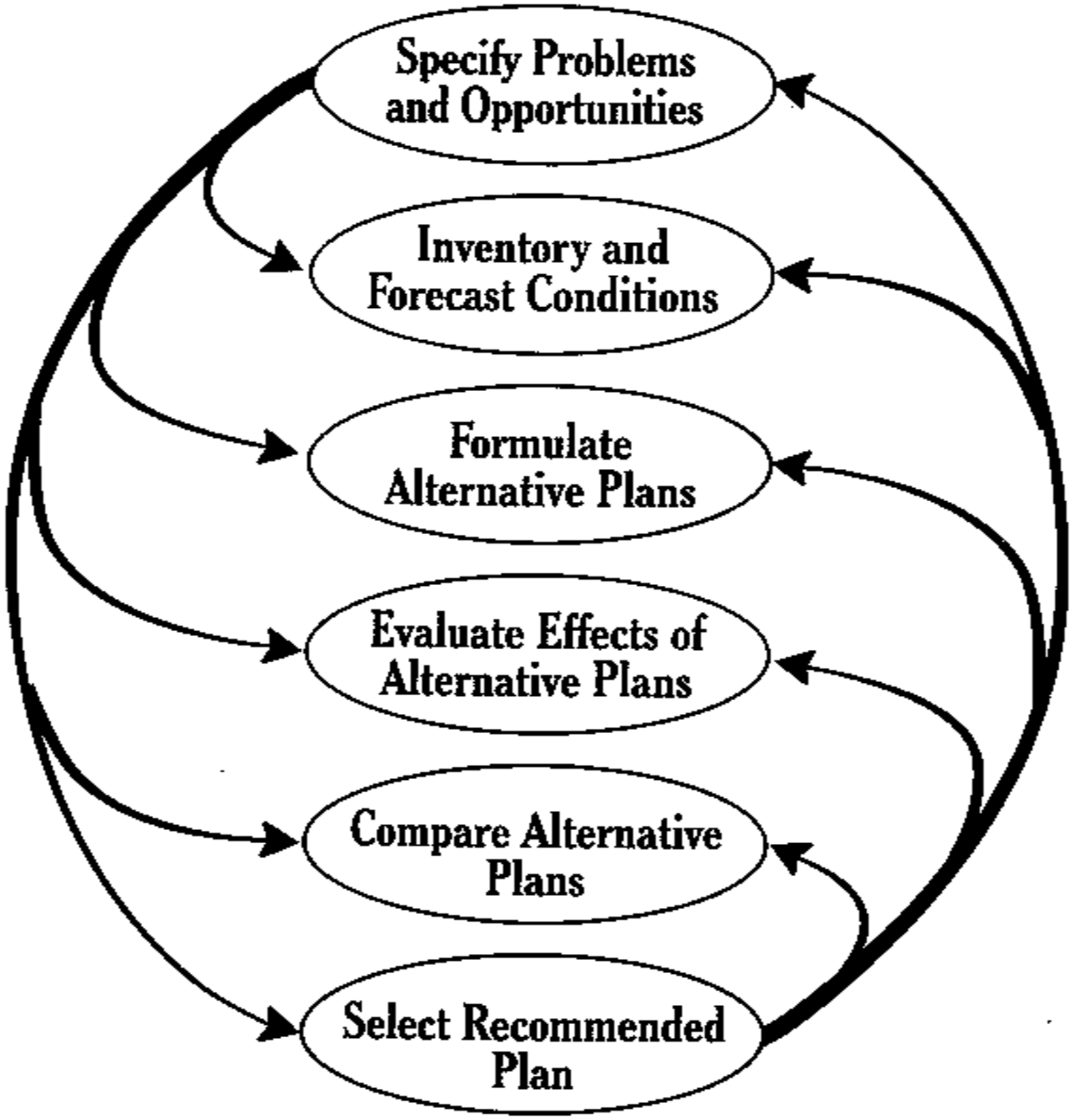
PLANNING PROCESS

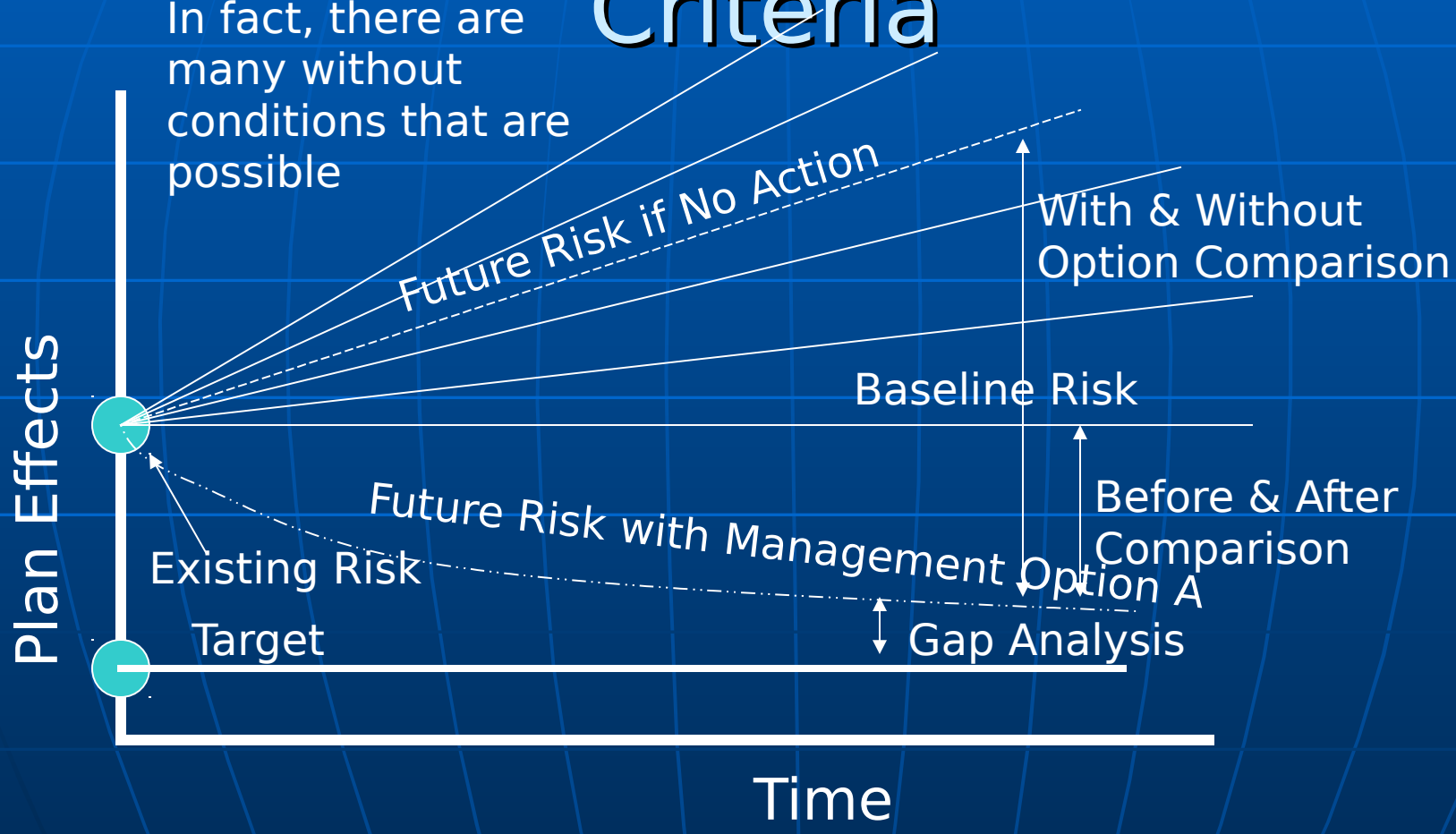


Traditional Planning

- It’s largely deterministic
- Process relies on a single most likely alternative future forecast
  - Desire for single right answer
  - Often anchored in present
  - Adversarial--legitimate differences in views of uncertain future
- Forecasts are critical to planning and analysis
  - Both mostly done in deterministic context
    - Maybe with some sensitivity analysis

Forecasting & Comparing Criteria

In fact, there are many without conditions that are possible



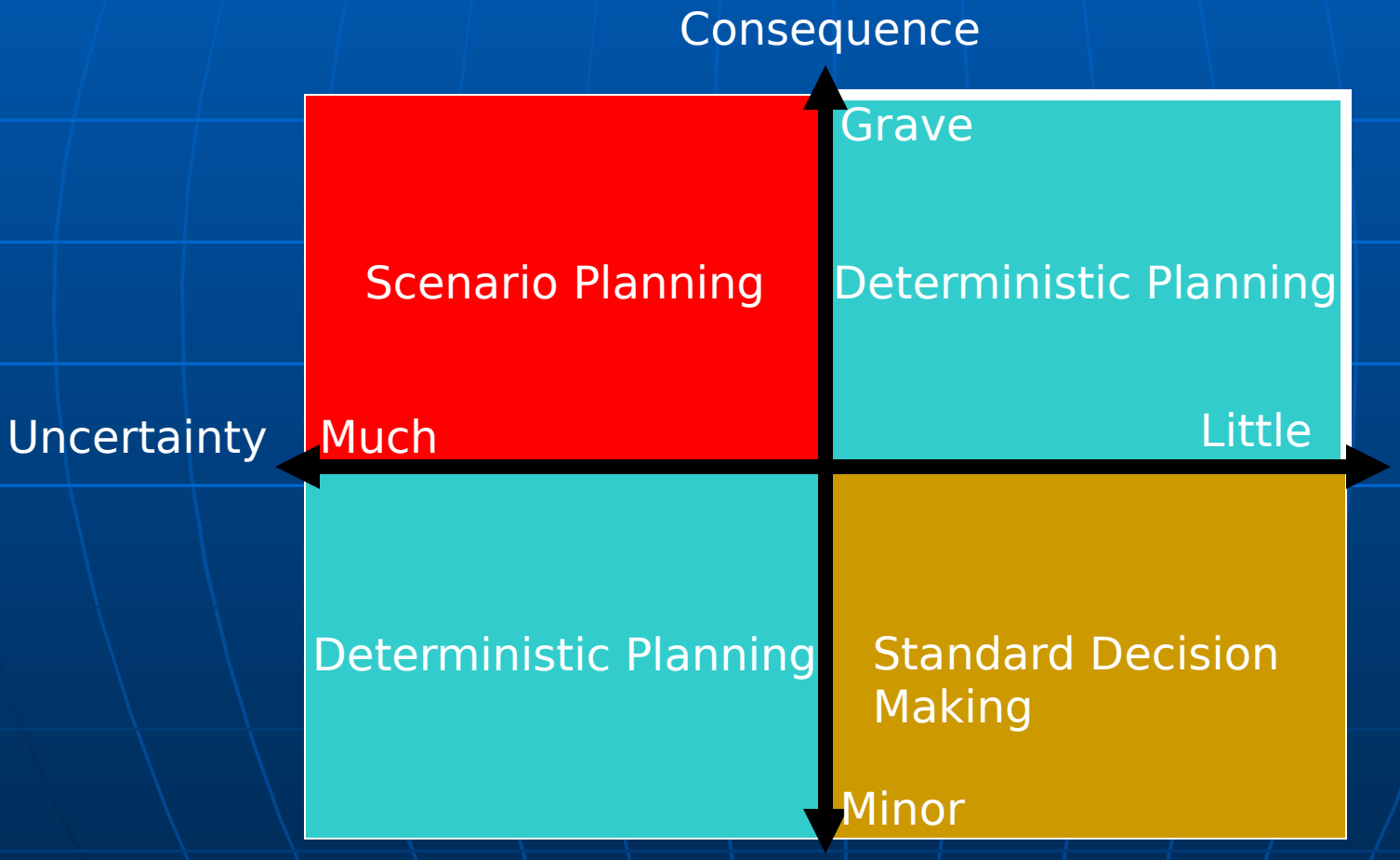
Most Likely Future Condition

- We labor in uncertainty
- A single forecast of the future will be wrong
- Thus, planning is often based on what could be not what will be
- What could be is wide open to debate
- The process is far more adversarial than it needs to be

Scenario Planning

- Began with US military
- Developed in second half of 20th century (Europe)
- Result of failure of traditional planning
  - Deterministic view of future
  - Forecasts were wrong

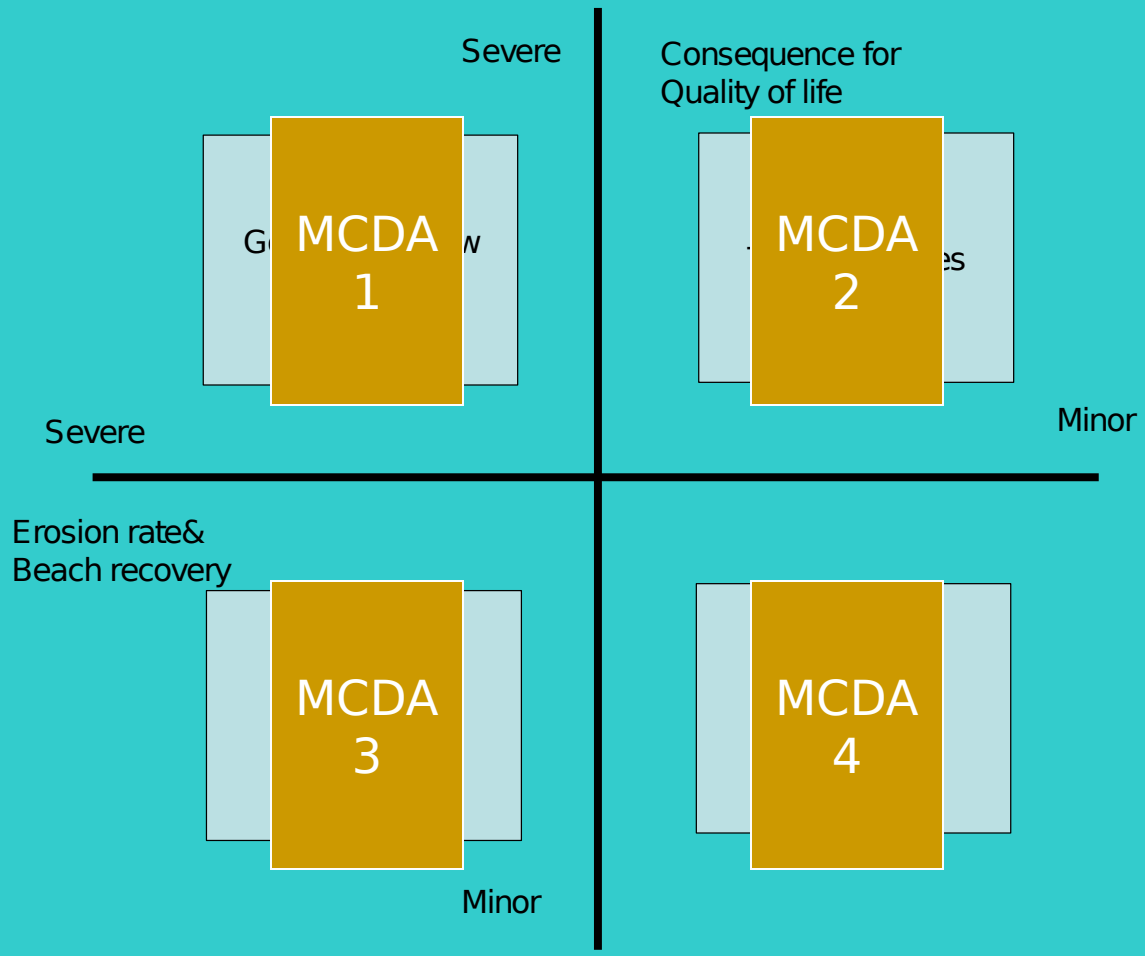
When to Use Scenario Planning



Scenario Planning Steps

- Identify 2 key drivers of future uncertainty
- Use them to identify 4 distinct alternative without condition forecasts
- Evaluate plans against each of the without project conditions
- Consider an example developed for shoreline erosion in Barrow, Alaska

Narratives, written for each scenario, will develop the plan effects in relation to each possible future.



Narratives

- True to problem statement in a story-like way
- Each addresses:
  - erosion problems and storm regime
  - fate of infrastructure
  - effect on social fabric
- These are multiple without conditions

Goodbye Barrow

- Tells the story of severe erosion rates and beach recovery
  - increasing evidence of global warming
  - retreating ice cover
  - more frequent and more severe storms
  - retreat of shoreline claims road against ineffective local measures
  - occasional ivu even more hazardous to the community
  - utility interruptions begin to occur
  - people with means move
  - quality of life suffers
  - ……..and so on.

Evaluate plans

- For each scenario evaluate planning objectives and criteria
  - Erosion related impacts
  - Infrastructure risk
  - Social consequences
  - Benefits and costs
  - Environmental impacts

Two Basic Ways to Proceed

- Evaluate each plan against each of the four scenarios (using traditional evaluation, MCDA, risk ranking)
- Results of this evaluation compared across plans for the purpose of selecting a plan
- Choose plan that does best (robustness) regardless of the future realized?

Two Basic Ways to Proceed

- Choose one of the four scenarios as most likely
- Proceed as usual through the selection process
- Evaluate the recommended plan against the other three remaining scenarios
- Unacceptable results in any of these mean plan must be reformulated to mitigate these effects or another plan is selected